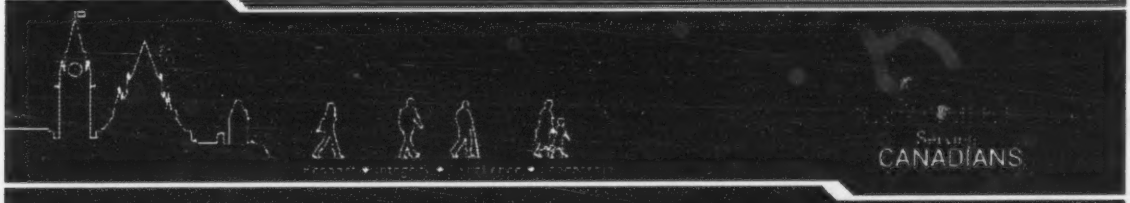
Public Works and Government Services Canada
Travaux publics et Services gouvernementaux Canada

Canada



2012–13

REPORT ON PLANS AND PRIORITIES

Rona Ambrose, P.C., M.P.
Minister of Public Works and Government Services and
Minister for Status of Women

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Canadian Forces Chinook Helicopter Photo by Corporal James Nightingale

Minister's Message

It is my pleasure to present Public Works and Government Services Canada's (PWGSC) *Report on Plans and Priorities* for 2012-13. This report outlines the Department's priorities in support of the Government of Canada and Canadians.

Our Government's top priority is creating jobs, growth and long-term economic prosperity. Over the next year, PWGSC will continue to improve how we do business to ensure best value for the Canadian taxpayer and the best result for the Canadian economy. We will focus on improving our services, ensuring that federal infrastructure is safe, and building on our cost-efficient management practices.

By providing services to the Government of Canada, PWGSC helps departments and agencies focus on serving Canadians. We will build on the progress made to ensure client satisfaction and sound stewardship on behalf of Canadians. With the global economy still fragile, PWGSC is committed to delivering these services smarter and faster and at a reduced cost so that we improve how the government does business while saving taxpayer dollars.

The Government of Canada is committed to improving procurement, in consultation with Canadian industries, so that we can maximize job creation, support Canadian innovation and bolster economic growth across the country. For example, through our *Smart Procurement* approach, which includes the Canadian Innovation Commercialization Program, the National Shipbuilding Procurement Strategy and the Review of Procurement Strategies for 31 categories of goods and services, we are building on our successes and leveraging government contracting to support Canadian businesses and deliver the best value to Canadians.

Investments in federal infrastructure create local jobs and help keep our economy moving while ensuring that we continue to provide safe and reliable public infrastructure for all Canadians. Through Canada's Economic Action Plan, over the next five years the Government of Canada is investing in federal infrastructure projects across the country, including bridges and dams within the PWGSC infrastructure portfolio.

This year marks an important milestone in our service modernization initiative. We are completing the transfer of pension administration services, and we will soon begin to gradually transfer pay administration services to a new Centre of Expertise in Miramichi, New Brunswick.

The modernization of the Government's pay system and services will save taxpayers millions of dollars and create hundreds of jobs. This is part of our Government's ongoing commitment to increase the effectiveness of our operations and eliminate unnecessary costs.

The Government has received a mandate from Canadians to eliminate the deficit, keep taxes low and continue creating jobs for Canadians. As part of this work, we are modernizing how we do business to ensure that our initiatives are being implemented as effectively and efficiently as possible at the best value for the Canadian taxpayer.

I am proud of what we have accomplished in making government more transparent, modern and accountable to Canadians. I am confident that the initiatives described in this report—supported by our dedicated employees—will make an important contribution to the sound management of the resources entrusted to us, and will ensure value for money for Canadians.

Rona Ambrose, P.C., M.P.
Minister of Public Works and Government Services and Minister for Status of Women

Section I: Organization Overview

Raison d'être

Public Works and Government Services Canada (PWGSC) plays an important role in the daily operations of the Government of Canada. We are its principal banker, accountant, central purchasing agent, linguistic authority, and real property manager.

Our vision is to excel in government operations, and our mission is to deliver high-quality services and programs that meet the needs of federal organizations and ensure sound stewardship on behalf of Canadians.

Responsibilities

The Department, founded in 1841, was instrumental in the building of our nation's canals, roads and bridges, the Houses of Parliament, post offices and federal buildings across the country.

Today, we have evolved into a sophisticated operational arm of government that employs more than 12,700 staff working in the National Capital Area, as well as in offices in Halifax, Montreal, Toronto, Edmonton and Vancouver and other locations throughout the regions.

The *Department of Public Works and Government Services Act*, passed in 1996, established the Department and set out the legal authorities for PWGSC's services. The Act established PWGSC as a common service organization providing government departments, boards and agencies with support services for their programs, including:

- Procurement;
- Office accommodation and facilities;
- Architectural and engineering services;
- Construction, maintenance and repair of public works and federal real property;
- Linguistic authority; and
- Industrial security screening.

The Minister of PWGSC serves as the Receiver General for Canada and has the authority for the administration of services related to benefits, superannuation, pension plans, and the disbursement of pay to federal employees. The Minister is also responsible for maintaining the Public Accounts of Canada.

Our goal is to manage our business in a way that strengthens accountability, transparency, and adds value for our clients. In doing so, PWGSC:

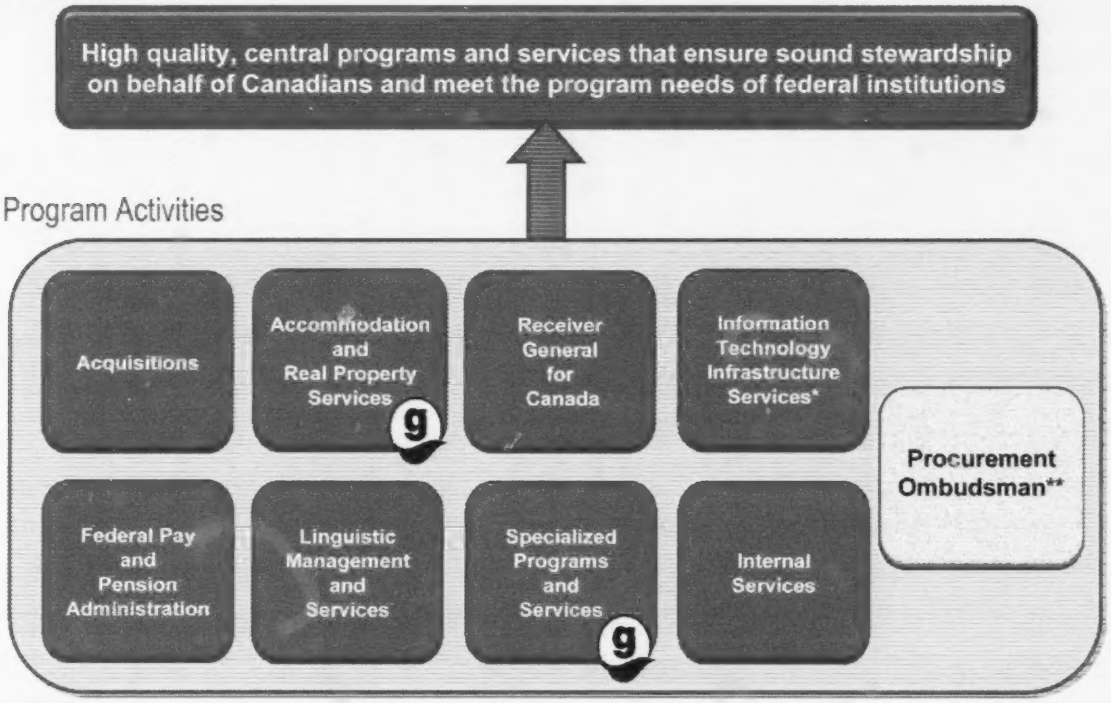
- Injects more than $14 billion annually into the Canadian economy through government procurement;
- Issues more than 14 million federal pay and pension payments;
- Provides accommodation to parliamentarians and more than 269,000 public servants in 1,819 locations across Canada;
- Provides translation and interpretation services, annually, for more than 1,700 parliamentary sittings and parliamentary committee meetings, and translates more than one million pages of text on behalf of other federal organizations; and
- Handles over $2 trillion in cash flow transactions as the Receiver General for Canada.

The Minister of PWGSC's portfolio also includes four Crown Corporations: Canada Lands Company Limited; Defence Construction (1951) Limited; Old Port of Montreal Corporation Inc.; and Parc Downsview Park Inc.

Strategic Outcome and Program Activity Architecture

PWGSC's Program Activity Architecture (PAA), as approved by the Treasury Board, supports our strategic outcome of seeking high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions. The following table lists the program activities that comprise PWGSC's PAA.

Strategic Outcome


High quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions
Program Activities
Acquisitions
Accommodation and Real Property Services
g
Receiver General for Canada
Information Technology Infrastructure Services*
Procurement Ombudsman**
Federal Pay and Pension Administration
Linguistic Management and Services
Specialized Programs and Services
g
Internal Services

* The creation of Shared Services Canada was announced in August, 2011. That organization now carries out those activities which were previously the responsibility of PWGSC.

** Although it is a program activity of Public Works and Government Services, the Office of the Procurement Ombudsman is required to operate in an impartial and independent manner. The details of its operations and performance results are provided in the Procurement Ombudsman's annual report, which is tabled in each House of Parliament by the Minister of Public Works and Government Services following the fiscal year in accordance with legislative requirements.

Note: The visual identifier (g) denotes areas of contribution to the Federal Sustainable Development Strategy (FSDS).

Contribution of Priorities to Strategic Outcome

PWGSC's strategic outcome is to deliver 'high quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions'. Our work in support of this goal includes the three organizational priorities described in the table below, which are also reflected in the program activity planning highlights in Section II of this report.

PWGSC's Client Service Strategy

PWGSC's Client Service Strategy supports both the "quality services" and "sound stewardship" aspects of PWGSC's Strategic Outcome. This department-wide initiative, now in its third year of implementation, consists of six pillars:

- Service Agreements,
- Service Standards,
- Client Satisfaction,
- Client Engagement,
- Service Culture, and
- Innovative Service Offerings.

Building on the progress made over the past year, each pillar of this strategy will be further implemented in 2012-13 in all business branches.

PWGSC will engage client departments to develop and ratify service agreements and will publicize its commitments to service performance in an annual report, *Our Services and Standards*. It will publish a Client Engagement Framework, which presents a consistent set of principles and practices to guide the Department's interactions with its clients, including consultation activities and dissemination of results. PWGSC will also introduce client service training courses for employees and develop a client service competency against which to assess employee performance.

Our goal is to build a common, department-wide approach to client service management, in consultation with client departments, that will bring greater clarity to service priorities and expectations, improve client satisfaction measurement, facilitate better client engagement, and introduce a more systematic approach to the ongoing development of a client service culture at PWGSC.

Organizational Priorities

Organizational Priority	Type	Strategic Outcome and/or Program Activity
Delivering Efficient and Effective Services	**Ongoing**	• Acquisitions • Federal Pay and Pension Administration • Receiver General for Canada • Linguistic Management and Services • Specialized Programs and Services

Description

Working within and across programs to continuously improve the efficiency and effectiveness of service delivery to PWGSC's clients inside and outside government.

Why this is a priority?

With a mission to deliver high-quality services and programs, PWGSC focuses on improving service delivery to meet the current and future needs of our clients, increase their satisfaction with the services they receive, and ensure they and Canadian taxpayers receive value for money.

Plans for meeting the priority

For 2012-13, the department will:

- In the area of procurement modernization, explore innovative approaches such as "Smart Procurement" to simplify and streamline our procurement process. We will enhance departments' access to pre-competed procurement tools and methods of supply through on-line tools, risk-based delegation mechanisms, and an evolving service strategy. We will also continue strengthening relations with suppliers, making it easier for them to do business with the Government of Canada so that Federal clients will have access to the best goods and services available.
- Continue to implement the Transformation of Pay Administration Initiative, replacing the outdated pay system to:
  - ensure the long-term sustainability of the Government of Canada pay administration, and increase efficiency, generating $78M in annual savings to the government;
  - modernize processes and build web-based self-service;
  - gradually transfer pay administration services from other departments and begin the hiring of employees to PWGSC's new Centre of Expertise in Miramichi, New Brunswick.
- Continue to implement the Transformation of Pension Administration with the aim of:
  - completing the replacement of outdated systems infrastructure by implementing the last two releases of the Pension Modernization project;
  - increasing pension administration efficiency resulting in an across-government annual saving of $29M.
- Continue the transformation of the Translation Bureau (through the Rethinking the Bureau initiative) in order to maximize the efficiency and effectiveness of operations by investing in new language technologies to increase its translators' productivity and improve service delivery.
- Increase awareness of Document Imaging Services, based in Matane, Quebec, which delivers industry leading document imaging services to federal government departments and agencies aimed at reducing the need to store large volumes of paper documents and allowing client departments to reduce operational costs.
- Further modernize and transform the Industrial Security Program's operations with the goal of reducing red tape and increasing the efficiency of the security clearances process.
- Complete the planned enhancements to the Controlled Goods Program to ensure a smooth implementation that allows Canadian industry to take full and immediate advantage of the new International Traffic in Arms Regulation (ITAR) dual national rule.

Organizational Priority	Type	Strategic Outcome and/or Program Activity
Transforming Critical Infrastructure	**Ongoing**	• Accommodation and Real Property Services

Description

Implementing major projects to transform the state and management of the Department's physical assets in support of sound stewardship objectives.

Why this is a priority?

PWGSC must use its available resources to effectively maintain an up-to-date infrastructure, introduce efficiencies in how the infrastructure meets the needs of our clients, and exercise sound stewardship on behalf of Canadians.

Plans for meeting the priority

In 2012-13, the Department will:

- Ensure strategic management of our real property portfolio, including our engineering assets (bridges, dams, wharves, the portions of the Alaska Highway under PWGSC custodianship and the Esquimalt Graving Dock), and use innovative approaches to enhance our service delivery mechanisms, such as the increased use of private sector capacity, where appropriate. Through the implementation of a state of the art information technology system (NOVUS), our reporting will be integrated and accurate. We will continue to improve our relationship with clients and our partners, and will apply lessons learned from successful projects to enhance our future project delivery mechanisms. To improve how we evaluate and report on the performance of our business, we will use metrics and other evidence to achieve measurable results.
- Continue to protect the architectural integrity of the buildings in the Parliament Precinct through the Long Term Vision and Plan (LTVP): a blueprint for renovations and new construction to meet accommodation requirements of the Senate, the House of Commons and the Library of Parliament. The first priority of the LTVP continues to be the restoration of the heritage buildings on Parliament Hill (West, East and Centre Blocks). Major restoration work will continue on the West Block, 180 Wellington (Wellington Building) and the Sir John A. Macdonald (144 Wellington) buildings. Stabilization efforts will also continue on the East and Centre Blocks, as well as the Confederation Building in advance of their future major restoration.
- Lead the Workplace 2.0 initiative for the Government of Canada, updating workspaces and work processes, and providing new technologies that allow employees to better connect, collaborate and communicate. This initiative will help us to attract and retain the right people, with the skills and competencies needed to serve Canadians.

Organizational Priority	Type	Strategic Outcome and/or Program Activity
Ensuring Sound Stewardship and Management Excellence	**Ongoing**	• All Program Activities

Description

Strengthening departmental practices and processes in the delivery of internal services and the management of financial and human resources in support of PWGSC's agenda, and supporting excellence in the greening of government operations.

Why this is a priority?

PWGSC is committed to building an enabling, productive workplace, to improving internal processes, and to promoting environmental sustainability government-wide. These activities are essential for the effective implementation of PWGSC's vision to excel in government operations. They will also ensure that PWGSC conducts its operations with a high level of transparency and accountability while ensuring that our commitment to our values and ethics

is reflected in all PWGSC transactions.

Plans for meeting the priority

In 2012-13, the Department will:

- Maintain an integrated approach to labour force planning and workforce management while fostering a modern workplace and a skilled workforce. PWGSC will build on key human resources initiatives now in place, which include a renewed governance framework for human resources, a new people management policy suite, and the implementation of the PWGSC People Management Philosophy.
- Improve financial management by focusing on four key areas:
  - implement the Budget Management Excellence Framework to enhance budget monitoring and forecasting and ensure a more effective allocation of resources for business priorities;
  - implement the Financial Management Framework which sets out standards and expectations for financial management and control across the Department;
  - improve the management of capital and IT investments as well as acquired services through the implementation of PWGSC's Integrated Investment Plan and its governance framework;
  - strengthen PWGSC's Enterprise Resource Planning (ERP) system and further develop our training strategy to ensure strengthened governance and greater accountability to Canadians.
- Implement a portfolio approach to the management of IT to ensure that projects and programs align with Departmental objectives, and that resource allocation for IT is prioritized on a department-wide basis, while reducing the cost of IT operations.
- Strengthen PWGSC's Information Management (IM) program to support effective decision-making and facilitate the delivery of programs and services.
- In the context of the Federal Sustainable Development Strategy, work closely with other government departments on strategies to improve the environmental performance of the federal government's operations in the areas of green buildings, greenhouse gas emissions from federal operations, electronic waste, printing units, paper consumption, green meetings and green procurement. In addition, the department is committed to reducing its own environmental footprint through the implementation of PWGSC's Sustainable Development Strategy 2011-14.

Risk Analysis

PWGSC integrates risk management principles into business planning, decision-making and organizational processes to minimize negative impacts and maximize opportunities in service delivery. Using risk management as an enabler, we seek well-managed, cost effective programs and projects.

PWGSC will face a number of internal and external risks in 2012-13. PWGSC's implementation of Strategic Review as well as the fiscal restraint measures found in Budgets 2010 and 2011 will potentially result in both risks and opportunities.

The PWGSC 2011 Corporate Risk Profile (CRP) provides a high level overview of PWGSC's strategic risks, including information on the new risk management environment. The CRP will inform PWGSC's business planning and will be monitored and reported in the upcoming fiscal year (2012-13).

In addition to managing its own cost reductions, PWGSC will face the financial and operational uncertainty that results from its role as a common service provider to federal departments and agencies. As a result of Federal Budget 2010, all departments must contain growth through efficiencies and reallocate resources within their operating vote to meet their obligations. At PWGSC, steps have already been taken to ensure these risks are mitigated, notably through the implementation of a more robust Financial Management Framework and by implementing a more rigorous approach to the management of revenues, expenditures, forecasting and commitment monitoring.

Human resources capacity continues to be of concern to PWGSC. Financial restraint may limit the organization's ability to hire skilled resources needed to successfully achieve the department's current objectives, and to meet the needs of the future. In response, PWGSC has implemented departmental strategies to ensure the required workforce is in place to deliver its mandate, and to manage workload issues. In addition, to increase retention of the current workforce, the Department has developed strategies to be an employer of choice, which includes the *PWGSC People Management Philosophy* and its related commitments.

Planning Summary

The following table summarizes PWGSC's total planned spending for the next three fiscal years (2012-15).

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	5,950.3	5,706.0	5,667.9
Less Respendable Revenue	(3,276.5)	(3,070.8)	(3,163.8)
Net Expenditures	2,673.8	2,635.2	2,504.1

Totals may not add up due to rounding.

The following table provides PWGSC's total human resources Full-Time Equivalents (FTEs) for the next three fiscal years (2012-15).

Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
12,544	12,303	12,298

The table below describes the performance indicator and target for the Department's strategic outcome. This is a composite of the performance indicators and targets of program activities described in Section II of this report. All of PWGSC's program activities contribute to our strategic outcome.

Strategic Outcome: High quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.	
Performance Indicators	**Targets**
Percentage of programs and services that meet their expected results, including service levels and published standards.	95%

Planning Summary Table

Federal departments and agencies are supported by PWGSC's strategic outcome and program activities. PWGSC's strategic outcome is aligned with the Government Affairs spending area of the Government of Canada's whole-of-government reporting framework, and therefore helps all departments and agencies to deliver on their mandates and serve Canadians.

The table below outlines PWGSC's planned spending for 2012-13, 2013-14 and 2014-15.

Planning Summary Table

Program Activity	Forecast Spending 2011-12	Planned Spending			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15	
Acquisitions	155.6	152.0	121.6	121.5	Well-managed and efficient government operations.
Accommodation and Real Property Assets Management	1,909.3	2,012.8	2,045.9	1,925.2	
Receiver General for Canada	125.3	121.3	118.2	118.1	
Information Technology Infrastructure Services	8.9	9.4	3.9	-	
Federal Pay and Pension Administration	64.0	33.9	22.9	21.7	
Linguistic Management and Services	78.0	80.7	65.1	59.6	
Specialized Programs and Services	55.0	45.7	44.4	44.4	
Procurement Ombudsman	4.3	4.3	4.3	4.3	A transparent, accountable and responsive federal government.
Total Planned Spending	2,400.5	2,460.1	2,426.3	2,294.6	
Note: The Forecast Spending for 2011-12 includes Main Estimates and additional funding approved since Main Estimates, primarily related to Real Property activities.					

Totals may not add up due to rounding.

Planning Summary Table

Program Activity	Forecast Spending 2011-12	Planned Spending		
		2012-13	2013-14	2014-15
Internal Services	351.9	213.7	209.0	209.4

Expenditure Profile

PWGSC is responding to government priorities by implementing its 2011 Strategic Review initiatives in a cost effective, efficient and timely manner. Federal Budget 2010 announced a number of cost containment measures to reduce the growth in operating expenditures in 2010-11 and the following two fiscal years. PWGSC has met this challenge by increasing management

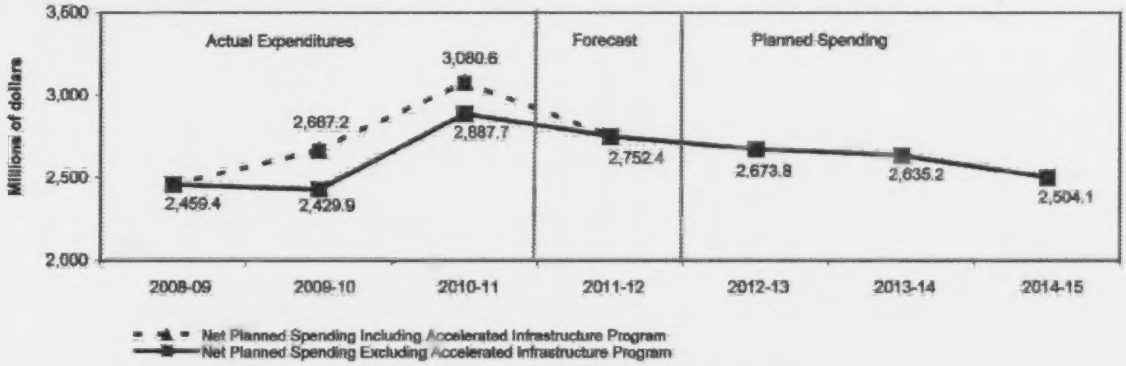
efficiencies, reallocating resources and establishing rigorous oversight on expenditures. PWGSC will continue to closely monitor revenue fluctuations and ensure ongoing financial agility to meet future fiscal challenges. Financial risks will also be addressed in a financial management environment which ensures resources are aligned with business priorities.

Departmental overhead expenditures will continue to be examined in light of overall program spending. Recent analysis indicates that increases in overhead expenditures have been held below the rate of the growth in business volumes.

Federal budget 2010 announced a number of cost containment measures to reduce the growth in operating expenditures in 2010-11 and the following two fiscal years. PWGSC is responding by maintaining a freeze on its operating budget and reducing expenditures on travel.

The department continues to adhere to its Budget Management Excellence (BME) practices. These practices provide assurance that public funds are managed with requisite due diligence and oversight. BME is supported by effective financial management, planning, budgeting, monitoring and reporting. Since its implementation in 2009-10, BME has resulted in significant improvements to PWGSC's forecasting and budgeting results.

PWGSC Spending Trend



The year over year variances in the table above are explained as follows:

- Planned spending decrease from 2011-12 to 2012-13 is due primarily to the transfer to Shared Services Canada following the creation of this new department on August 4, 2011.
- Planned spending decrease from 2012-13 to 2013-14 is due primarily to the Budget 2011 Strategic Review exercise to ensure that government programs and services meet the priorities of Canadians and are aligned with federal responsibilities.
- Planned spending decrease in 2013-14 to 2014-15 is due to completion of the site remediation at the Sydney Tar Ponds and the near completion of this phase of the Federal Contaminated Sites Action Plan.

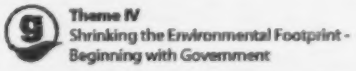
Estimates by Vote

For information on our organizational appropriations, please see the 2012-13 Main Estimates publication. An electronic version of the Main Estimates is available at http://www.tbs-sct.gc.ca/est-pre/2012-2013/me-bpd/info/info-eng.asp.

Contribution to the Federal Sustainable Development Strategy (FSDS)

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. PWGSC ensures that consideration of these outcomes is an integral part of its decision-making processes. In particular, through the department's Strategic Environmental Assessment (SEA) process, any policy, plan, or program proposal for which Cabinet or Ministerial approval is sought, is reviewed for potential important environmental effects, including its impact on the department's ability to achieve its FSDS goals and targets.

PWGSC contributes to Theme IV – Shrinking the Environmental Footprint – Beginning with Government, as denoted by the visual identifier below.



These contributions fall under the following Program Activities and are further explained in Section II:

- P.A. 2.2.2 – Accommodation and Real Property Services
- P.A. 2.2.7 – Specialized Programs and Services

For additional details on PWGSC's activities to support sustainable development please see Section II of this RPP and PWGSC's Sustainable Development Strategy webpage: http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/publications/renouvelable-sustainable-eng.html. For complete details on the Federal Sustainable Development Strategy please see http://www.ec.gc.ca/dd-sd/.

Section II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome

PWGSC's strategic outcome is to achieve high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

Program Activities

The following section describes PWGSC's program activities and planning highlights that support our strategic outcome. It also includes an overview of the financial and human resources, the expected results, the performance indicators and targets for each program activity. Additional information is available on our departmental website at www.pwgsc-tpsgc.gc.ca.

Program Activity: Acquisitions

This program activity shows Public Works and Government Services Canada (PWGSC) as the government's primary procurement service provider offering federal organizations a broad base of procurement solutions such as specialized contracts, standing offers and supply arrangements.

The role of PWGSC in this area is to provide timely value-added acquisitions and related common services to Canadians and the federal government.

Planning Highlights

"Smart Procurement" remains the main strategic initiative for this Program Activity. The intent is to make procurement simpler, where possible; faster, where prudent; and, more flexible, to respond to shifting and increasing demands and expectations. More specifically, we aim to ensure that:

Departments and agencies will have better access to pre-competed instruments using electronic tools through buyandsell.gc.ca. They will also have the goods and services they need delivered faster through streamlined procurement processes, and will continue to be empowered to exercise their delegated authorities. The objective is to continue to improve how departments and agencies acquire the goods and services that meet their operational needs.

Suppliers will have better opportunities to do business with the Government of Canada through increased awareness of existing opportunities and greater access to procurement information via improved e-tools. In addition, increased engagement and consultation with suppliers will result in improved procurement outcomes, which serve to inform future procurement delivery approaches.

The PWGSC procurement workforce will be positioned to focus on more complex and higher risk procurement, as well as to develop tools to better manage the supply chain. They will capitalize on lessons learned through innovative procurement approaches such as the National Shipbuilding Procurement Strategy. PWGSC will be able to give more customized, timely and flexible solutions, and offer a more responsive service to clients.

The Government of Canada will continue to have access to improved spend data to inform decision-making.

Success will be determined by the caliber and timeliness of services provided to clients, the effectiveness of the relationships we form with suppliers, and the degree to which acquisition is open, fair, and transparent, and recognized as such.

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	335.3	307.3	306.2
Less Respendable Revenue	(183.3)	(185.7)	(184.8)
Net Expenditures	152.0	121.6	121.4
Note: The decrease in planned spending is mainly due to funding for the Canadian Innovation Commercialization Program, which will terminate in 2012-13.			

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
2,045	2,010	2,010

Expected Results	Performance Indicators	Targets
A fair, open and transparent procurement process that provides best value to Canadians, delivered effectively and efficiently to the satisfaction of Departments, Clients and Suppliers.	Use of PWGSC procurement instruments by federal departments and agencies.	$1.85B (CY2012)[1]
	Proportion of contracted value awarded competitively.	over 70%[2]
	Proportion of contracts awarded within the established service standard timeframe.	80%

[1] Measure of $1.85 billion based on reported volumes (calendar year) captured through Treasury Board's Annual Procurement Activity Report.

[2] This measure was adopted to demonstrate the proportion of the contract volume that is awarded through competitive processes. The target is based on historical results over a 5-year period.

Program Activity: Accommodation and Real Property Services

PWGSC provides federal departments and agencies with safe, healthy and affordable office and common use accommodation that support the effective delivery of their programs and services. The department acts as steward for various public works such as buildings, bridges and dams, and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PWGSC also provides other federal departments and agencies with responsive and cost-effective real property services.

Planning Highlights

- Looking ahead, PWGSC will continue to be an innovative, best practice leader across all elements of its real property fundamentals by being the government's centre of expertise for real property; providing value for money; ensuring sound stewardship; delivering quality services and demonstrating due diligence, oversight and effective custodianship.
- In managing real property assets, including our portfolio of engineering assets (bridges, dams, wharves, the portions of the Alaska Highway under PWGSC custodianship and the Esquimalt Graving Dock), we will exercise prudent stewardship while maximizing economic benefit for Canadians. We aim to deliver projects on time, on budget and within scope. Further, in an environment of increased scrutiny and transparency, we will exercise due diligence and oversight.
- As a modern corporate real estate organization, our continued partnership with the private sector will allow us to be agile in the delivery of our services. The implementation of better information systems will allow for more accurate and integrated reporting; and improved relationships with our clients, partners and other stakeholders will enhance our role as trusted advisor. With a progressive improvement philosophy embedded along all lines of our business, we will advance key initiatives such as Workplace 2.0 and the Real Property Business Systems and Processes Project (NOVUS).
- Remediation of the Sydney Tar Ponds and Coke Ovens will continue by eliminating the channels (e.g. water) which lead to exposure to contaminants. This project continues to be a strong contributor to the sustainable development of the Cape Breton community, and is a major contributor to building capacity in areas of Aboriginal procurement.
- PWGSC will continue to preserve our parliamentary heritage with a focus on restoring key heritage buildings on and adjacent to Parliament Hill. Fully restoring the West Block,

180 Wellington (Wellington Building) and the Sir John A. Macdonald (144 Wellington) buildings are PWGSC's current priorities, as well as carrying out projects to stabilize the East Block, Centre Block and the Confederation Building in advance of their future major restoration. Specific projects to be completed in 2012-13 include the East Block – North West Tower and upgrades to the Confederation Building's water and storm drainage systems.

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	4,594.1	4,478.3	4,451.7
Less Respendable Revenue	(2,581.3)	(2,432.4)	(2,526.5)
Net Expenditures	2,012.8	2,045.9	1,925.2

Note: The increase between 2012-13 and 2013-14 is mainly due to the approved funding for Engineering Assets, the continued implementation of the Long-Term Vision and Plan for the Parliamentary Precinct as well as the planned acquisition of "Les Terrasses de la Chaudière". From 2013-14 to 2014-15, the decrease is mainly due to the termination of the Sydney Tar Ponds remediation project and the near completion of this phase of the Federal Contaminated Sites Action Plan.

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
3,906	3,912	3,887

Expected Results	Performance Indicators	Targets
Federal organizations have affordable office accommodations and facilities that support the delivery of their programs that respect Government of Canada office space standards.	A more efficient use of office space as measured by m^2 allocation per person.[3]	Less than or equal to 18.9 m^2/person
	Affordability of office space as measured by cost per m^2.	$314.83/$m^2$
Federal organizations and the Parliament of Canada receive responsive and cost-effective real property services in support of the effective delivery of their programs and services.	Percentage of Real Property Services Revolving Fund costs recovered.[4]	100%
	Percentage of Real Property projects >$1M that are on-time, on-scope and on-budget.	90%
Strategically-managed real property portfolio that maximizes economic benefit and minimizes short and long term liability.	Maintenance and recapitalization costs as a percentage of portfolio replacement cost. (Facility Condition Index). Use of the Facilities Condition Index identifies potential maintenance and recapitalization expressed as a percentage of the building's value. It is used to express a building's relative condition and future funding needs.	<10%
	Percentage of vacant marketable Crown-owned office space.	<=5%
Essential property management services ensure an ongoing safe and secure environment for the operation of Parliament 24 hours of the day.	Number of hours per annum that essential property management services are not provided for ongoing operation of Parliament.	No more than 48 hours, or 2 days per annum.

[3] Which includes employee workstation, support areas and circulation space.

[4] Through which we provide a large volume of real property services such as the management and construction of buildings and facilities under the stewardship of PWGSC and other government departments.

Program Activity: Receiver General for Canada

This program activity manages the operations of the federal treasury and maintains the Accounts of Canada. It provides federal departments with an optional financial management system, bill payments services and document imaging.

Planning Highlights

- PWGSC will carry out mission critical functions by: managing the operations of the federal treasury through the issuance and settlement of more than 300 million annual payments and the collection of revenue for all government departments, amounting to over $2 trillion in cash flow; maintaining the Accounts of Canada; producing the government's Monthly Statements of Financial Operations, the annual Public Accounts of Canada; and, enhancing the systems that support these functions in order to respond to changes in the business environment. In addition, we will continue to provide departments with an optional financial management system offering, and an image-based bill-payment service.
- PWGSC will, in conjunction with its partners and stakeholders, strive to obtain for a 14th consecutive year an unqualified opinion from the Auditor General on the Financial Statements of the Government of Canada published in the Public Accounts.
- PWGSC will continue to pursue an electronic authorization and authentication signature solution to ensure the integrity of payment files.
- PWGSC will continue its fraud detection activities in close collaboration with federal/ provincial law enforcement agencies on major fraud cases involving payments issued by the Receiver General for Canada.
- PWGSC will continue to promote direct deposit as a more reliable, efficient, secure and greener payment method.
- PWGSC will increase awareness of Document Imaging Services, based in Matane, Quebec, to federal government departments and agencies to help reduce the need to store large volumes of paper documents and allow client Departments to reduce their operational costs by automating manual processes.
- PWGSC will create a Payment innovation group which will be responsible for assessing emerging payment options to determine if there are benefits to implementing them within the Government of Canada.
- PWGSC will continue to streamline its banking and payment processes in order to achieve greater levels of efficiency. In support of PWGSC's Client Service Strategy at the departmental level, and to meet specific needs of the Receiver General for Canada program activity, PWGSC will implement a series of instructional videos on the function of the Receiver General of Canada directed to federal departments and financial institutions.
- In an effort to facilitate cheque encashment by financial institutions and to minimize opportunities for fraud, PWGSC will implement a website that financial institutions will be able to access to verify the legitimacy of cheques being presented for encashment.
- PWGSC will support Shared Services Canada in relation to its Receiver General functions.

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	141.5	133.4	132.5
Less Respendable Revenue	(20.1)	(15.2)	(14.4)
Net Expenditures	121.3	118.2	118.1
Note: The decrease from 2012-13 to 2013-14 is mainly due to the Strategic Review exercise and expiration of the current Document Imaging Services Agreements. The renewal of various service agreements is expected to increase Respendable Revenues (and corresponding Gross Expenditures).			

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
437	375	367
Note: Increases in planned spending as noted in the Financial Resources table will increase planned FTEs accordingly.		

Expected Results	Performance Indicators	Targets
Timely and efficient issuance of all government payments, provision of deposit detail reports, and central accounting reports.	Average unit cost per payment.	$0.32
	Percentage of Receiver General payments issued within established timeframes.	99.99%
	Public Accounts of Canada posted on the web within 24 hours of tabling in Parliament.	100%

Program Activity: Information Technology Infrastructure Services

Effective August 4, 2011, *Shared Services Canada* was created, pursuant to *s. 31.1 of the Financial Administration Act* and Order-in-Council *PC Number: 2011-0877*. Shared Services Canada's mandate is to standardize and consolidate information technology services in the federal government in order to reduce costs, improve services, and leverage capacity in the public and private sectors through pooled resources and greater buying power.

As a result, Public Works and Government Services Canada transferred to Shared Services Canada the control and supervision of operational domains related to email, data centres and network services, including telecommunications for voice and data, IT Security and Distributed computing services, along with the associated funding. Approximately 1,400 Public Works and Government Services Canada positions associated with the delivery of these services were transferred to the new Department. Remaining planned spending for this Program Activity is reflected in the table below. Any remaining resource adjustments will be reflected in future Estimates exercises.

While common shared services have been transferred to Shared Services Canada, the Department's Chief Information Officer is responsible for delivering the remaining internal Information Technology Services at PWGSC. Some of these services include but are not limited to Desktop Renewal, major IM/IT projects, and moving towards greater environmental sustainability of PWGSC's IT assets.

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	9.4	3.9	-
Less Respendable Revenue	-	-	-
Net Expenditures	9.4	3.9	-

Note: Shared Services Canada (SSC) was created on August 4, 2011 through a Governor General Order-in-Council. Information Technology Infrastructure Services was transferred to SSC with exceptions to Data Centre Sustainability Project and Cyber Authentication. The decrease in gross expenditures from 2012-13 to 2013-14 relates to these two projects for which remaining funding will be transferred to SSC in the future.

Totals may not add up due to rounding.

Program Activity: Federal Pay and Pension Administration

This program activity provides reliable central systems and processes for pay and pension administration to other federal organizations. Through our pay and pension services, PWGSC ensures that federal government employees and pensioners are paid accurately and on time.

Planning Highlights

- PWGSC will complete the Transformation of Pension Administration Project for the Public Service Pension Plan with the implementation of the final release and the associated business processes. This last release will provide the core pension processes for retired members (annuitants) and the accounting functions. PWGSC will continue the development activities for the migration of the RCMP pension administration to PWGSC.
- The definition phase of the Pay Modernization Project to modernize the pay system and processes is expected to be completed by June 2012. Following Project Authority Approval, the department will start the implementation phase and complete the detailed design for the new system. PWGSC will, over a five-year period starting in 2012-13, gradually transfer pay administration services to a PWGSC Centre of Expertise at Miramichi, for departments using the Government of Canada Human Resources Management System (PeopleSoft).

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	122.1	58.0	55.7
Less Respendable Revenue	(88.2)	(35.1)	(34.0)
Net Expenditures	33.9	22.9	21.7

Note: The variance between 2012-13 and 2013-14 is mainly as a result of the completion of the Royal Canadian Mounted Police Pension Project and the definition phase of the Pay Modernization Project before implementation phase funding is considered.

Program is expected to expand by integrating the Public Service Superannuation Administration (PSSA), the migration of Canadian Forces Superannuation Administration Project, the Consolidation of Pay Services Project and the changes in delivery schedule for the Government of Canada Pension Modernization Project. These should increase the budget Gross Expenditures and Respendable Revenues.

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
1,163	984	976
Note: Program expansion as noted in the Financial Resources table will increase planned FTEs accordingly.		

Expected Results	Performance Indicators	Targets
Employees and retirees are paid accurately and on time through reliable and efficient central systems and processes.	Percentage of pay and pension (Public Service Superannuation Act and Canadian Forces Superannuation Act) transactions actioned within established timeframes.	95.5%
	PWGSC cost per account to administer pay for all Government of Canada employees.	$120
	Government of Canada-wide cost per account to administer pension.	$160
Note: The cost model to establish the target related to the unit cost per pay account was reviewed resulting in an increase from 2011-12 due to the inclusion of costs related to printing, distribution, and reconciliation of pay cheques and internal services support costs.		

Program Activity: Linguistic Management and Services

This program activity defines the Translation Bureau as a key component of the federal government's service delivery infrastructure. The Translation Bureau is the sole internal linguistic services provider and offers translation, revision, interpretation and other linguistic services for Parliament, the judiciary, and federal departments and agencies. It is also the terminology authority within the federal government and has been mandated to develop terminology standards to ensure clear, uniform and quality communications within government. Moreover, it ensures that there is a sustainable, qualified and secure supply of linguistic resources available to support any linguistic requirements of the government and to support Canada's economic and social agenda. This program is mandated under the *Translation Bureau Act*.

Planning Highlights

- PWGSC's Translation Bureau will continue implementing the Rethinking the Bureau initiative to modernize its business model for delivering linguistic services to the Government of Canada and achieve efficiency gains of at least 10%.
- The Translation Bureau will also endeavour to strike the right balance between using its in-house resources and going to the private sector. To do this, it intends to conduct an environmental scan of the linguistic services sector in Canada by holding consultations with key stakeholders (translation firms, professional associations and universities) and a benchmarking analysis to determine the Canadian translation industry's capacity to meet national and government demand. It will also look at how much it can draw from the best practices of international organizations of comparable size.
- In addition, the Translation Bureau will take advantage of technological advances to increase employee productivity and reduce operating costs by installing tools, such as machine translation and a shared translation memory, on the translators' work stations, thereby making their work easier.

- In support of PWGSC's Client Service Strategy, the Translation Bureau will take part in the implementation of departmental service agreements, in addition to establishing and tracking its service standards.
- Furthermore, the Translation Bureau will continue development of the two initiatives for which it is responsible in keeping with the *Roadmap for Canada's Linguistic Duality 2008-13: Acting for the Future*:
    - it will help strengthen the language sector and provide support for the development of a skilled labour force in Canada in accordance with the Canadian Language Sector Enhancement Program;
    - it will continue the expansion of the Language Portal of Canada to showcase Canada's collective wealth of linguistic and terminological knowledge.

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	271.9	254.0	250.8
Less Respendable Revenue	(191.2)	(188.9)	(191.2)
Net Expenditures	80.7	65.1	59.6

Note: Translation Bureau is projecting a decrease in revenues in 2012-13, which is expected to level off in subsequent planning years as a result of reduced demand for translation services in the wake of the departments' 2011-12 Strategic Review. The decrease in gross expenditures from 2012-13 to 2013-14 is a direct result of reduced demand following the Strategic Review and the planned termination of the "Roadmap for Canada's Linguistic Duality" program on March 31, 2013. This program provides contributions to universities and to the industry. The projected decrease in gross expenditures in 2014-15 is primarily the result of efficiencies realized over the preceding years thanks to techno-linguistic tools.

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
1,546	1,546	1,546

Expected Results	Performance Indicators	Targets
The Government of Canada is able to operate in both official languages and to communicate with Canadians in the official language of their choice.	Percentage of documents translated within the time allotted by Parliament.	over 95%
	Percentage of clients with a service agreement.	over 90%
	Percentage of agreed upon deadlines met for translation services delivered to the federal organizations.	over 90%
	Total cost of linguistic services/Total billed time.	$90 per billed hour

Program Activity: Specialized Programs and Services

This program activity provides federal organizations with high quality, timely and accessible specialized services and programs in support of sound, prudent and ethical management and operations.

Planning Highlights

- PWGSC will continue to work with its partner departments in researching and developing policies, strategies and guidance to reduce the environmental footprint of federal government operations. PWGSC is a participant in the Federal Sustainable Development Strategy (FSDS) and contributes to the following greening government operations target areas: Green Buildings, Greenhouse Gas Emissions from Federal Operations, Electronic Waste, Printing Units, Paper Consumption, Green Meetings and Green Procurement. For additional details please see PWGSC's Greening Government Operations Supplementary Table in Section III: http://www.tbs-sct.gc.ca/rpp/2011-2012/inst/svc/st-ts02-eng.asp.
- PWGSC will support law enforcement organizations by providing expert forensic accounting services in relation to criminal investigations involving financial components such as proceeds of crime, commercial crime, money laundering, security market fraud investigations and terrorist financing activities.
- The Department will also contribute to the government's security agenda to protect Canadians and support industry competitiveness by strengthening the Industrial Security Program (ISP). In 2012-13, PWGSC will further modernize and transform Industrial Security Program (ISP) operations with the goal of reducing red tape and setting the stage for the increased portability of security clearances and elimination of duplication. In addition, ISP will also complete the planned enhancements to the Controlled Goods Program to ensure a smooth implementation that allows Canadian Industry to take full and immediate advantage of the new ITAR dual national rule.
- PWGSC provides Canadians with access to centralized Government of Canada information and provides organizations with specialized services to improve the delivery of selected Government of Canada communication activities. In 2012-13, PWGSC will:
    - place a greater emphasis on its government-wide capacity building and outreach activities. This means working with stakeholders to stay abreast of emerging trends and needs, and equipping federal organizations with working tools and learning opportunities to respond to the changing environment;
    - update and modernize its information systems, production tools and extranet websites;
    - prepare for the renegotiation of the government-wide contracts for media monitoring;
    - obtain cost savings through bulk purchases for Government of Canada advertising activities.
- PWGSC will provide high quality, timely and cost-effective corporate administrative systems and Human Resources services to other departments and agencies. We will support the delivery of endorsed standardized administrative shared systems, services and business on a cost-recovery basis by:
    - identifying opportunities for administrative efficiencies, PWGSC will expand its suite of services to improve horizontal management of corporate administrative services;

- supporting and aligning processes with government-wide horizontal initiatives and policies and continuing to be a major component in the government's strategy for internal service transformation;
- reducing risks facing small departments and agencies by addressing capacity issues and business continuity concerns.

- Through the Ministers Regional Offices, PWGSC will continue to contribute to the Government of Canada's broad-based agenda activities by providing assistance and support to Ministers in support of their responsibilities throughout the country, outside of the National Capital Region. This includes providing office space and administrative services to Ministers and their staff, ensuring efficiency, effectiveness, sound security and cost savings.

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	102.7	101.5	101.4
Less Respendable Revenue	(57.0)	(57.1)	(57.1)
Net Expenditures	45.7	44.4	44.4
Note: The variance between planned spending years of 2012-13 and 2013-14 is mainly due to the Strategic Review exercise.			

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
387	405	426

Expected Results	Performance Indicators	Targets
Federal organizations have access to quality services to improve the management, delivery and safeguarding of selected government operations and/or assets while minimizing their impact on the environment.	Percentage of legislated publication dates met by Canada Gazette.	100%
	Number of planned Departmental Service Agreements (DSAs) completed.	9
	Percentage of simple reliability screenings processed within 7 working days.	80%
Federal Cabinet Ministers and their officials receive secure accommodations and services through Ministers' Regional Offices located across Canada, enabling them to conduct Government of Canada business outside of the National Capital Region.	Annual cost of MROs per client served.	no more than $149[5]

[5] $149 is 2% above the average for the previous 5 years (2006-07 through 2010-11) which was $146.

Program Activity: Procurement Ombudsman

This program activity, operating at an arms length from the government, reviews procurement practices across federal departments and agencies, investigates complaints from potential suppliers with respect to awards of contracts for goods and services below certain threshold, and complaints concerning the administration of contracts, and ensures the provision of an alternative dispute resolution program for contracts. This activity helps to promote fairness and transparency of the procurement process.

Planning Highlights

- The Procurement Ombudsman will provide an independent and neutral avenue to address complaints from suppliers regarding contract award and administration. While all Canadian suppliers benefit, small and medium-sized enterprises, in particular, will find a neutral focal point to address their concerns and complaints.
- Alternative Dispute Resolution services will be offered to departments and suppliers, which will constitute an independent and affordable option over lengthy and expensive litigation. It will help level the playing field and strengthen business relations between government and Canadian suppliers.
- Procurement practices of departments and agencies will be reviewed to focus on fairness, openness and transparency and to make practical recommendations. The practice reviews will pay particular attention to the simplification of the rules and the reduction of paper burden on suppliers while ensuring the integrity of the procurement process. A collaborative approach will be used requiring input from departments and agencies. Benchmarks will be established and best practices will be shared to promote partnerships and allow departments and agencies to benefit from each other's success stories.
- An outreach program will be implemented to raise awareness of the OPO's role and services and to promote the sharing of procurement-related intelligence/information to all federal procurement stakeholders, using multi-level communication to foster a greater understanding of federal procurement.
- The Procurement Ombudsman will produce an Annual Report of the Office of the Procurement Ombudsman (OPO) shortly after the end of the fiscal year. (See http://opo-boa.gc.ca/ for more details on the Office of the Procurement Ombudsman).

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	4.3	4.3	4.3
Less Respendable Revenue	-	-	-
Net Expenditures	4.3	4.3	4.3

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
28	30	30

Expected Results	Performance Indicators	Targets
Increased fairness, openness and transparency in federal procurement practices.	Percentage of formal complaints, requests for ADR and procurement practice reviews addressed within the timelines stipulated in the Regulations.	100%
	Percentage of all inquiries and complaints addressed by the provision of information, referrals to appropriate authorities and facilitation.	100%

Program Activity: Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal Services include only those activities and resources that apply across an organization and not those provided specifically to a program, such as human resources, information technologies, finance and corporate services.

Planning Highlights

- The first phase (year one) of PWGSC's Strategic Review was successfully completed. PWGSC is committed to deriving benefit from the lessons learned and sharing them with the public service human resources community while applying workforce management best practices. In this context and in accordance with PWGSC's core values and commitment to its staff, the main objectives are to continue to support our employees in this period of change, while strengthening workforce capacity for the needs of tomorrow through developing existing employees, attracting new qualified employees, and creating a sustainable and flexible workplace.
- Following Treasury Board approval of the Departmental Integrated Investment Plan and its governance framework, PWGSC will continue to be one of the leaders in integrated investment planning for the Government of Canada.
- We will continue to implement the Budget Management Excellence Framework to strengthen and enhance financial forecasting and ensure resource optimization and alignment to priorities. The results will be integrated into PWGSC's three-year financial plan.
- The Department will deliver cost effective common services to other government departments through effective and timely implementation of *PWGSC's Cost Recovery Framework*.
- Continued investment in expanding the functionality of the Department's Enterprise Resource Planning system will ensure that PWGSC meets the requirements of its business lines, while providing the required infrastructure and expertise to all stakeholders, including Shared Services Canada.
- The Departmental Oversight Branch (DOB) will continue to provide our Minister and Deputy Minister with assurance that Departmental operations are being carried out with prudence, integrity, probity and transparency, in accordance with established legislation, regulations, policies and practices. Working in close collaboration with other Branches in PWGSC, the DOB oversight function seeks to ensure that PWGSC is guided by modern management practices, ongoing and increasing focus on ensuring the integrity of activities, processes and results, and the sound stewardship of public funds.
- The Office of Audit and Evaluation (OAE) will continue to contribute to the integrity and effectiveness of departmental operations by delivering objective internal audits that provide reasonable assurance on departmental controls, risks and governance, and neutral evaluations on the relevance and performance of the Department's programs and initiatives. The OAE plays an important role in supporting the Deputy Minister in discharging his responsibilities as Accounting Officer.

- In addition to achieving the 95% compliance rate for responding to Access to Information requests on time, ATIP plans to complete the Management Action Plan created in 2010-11 in response to the report from the Information Commissioner. As well, a gap analysis of the PWGSC privacy framework will be conducted, and a subsequent privacy risk management action plan will be developed. In order to maintain consistent results in ATI response rates, we will be expanding and enhancing training and support for ATI coordinators and liaison staff in the department. A performance management logic model and maturity model for ATIP will be developed, with an action plan leading to a more mature organization.
- PWGSC remains committed to ensuring sound and effective management of our most valuable resource: our employees. Every effort is being made to give modern expression to our commitment to excellence and leadership so that we have a skilled, engaged, service-oriented and sustainable workforce, one that will contribute to the continuous improvement of government operations. To this end, the Department continues to invest in the renewal of the workplace, an enabling environment conducive to employee development and dedicated to providing outstanding service to government and Canadians, while upholding the highest standards of prudence and probity with respect and integrity.

Financial Resources (in millions of dollars)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	369.1	365.3	365.3
Less Respendable Revenue	(155.4)	(156.3)	(155.9)
Net Expenditures	213.7	209.0	209.4
Note: The variance between planned spending years of 2012-13 and 2013-14 is mainly due to the Strategic Review exercise.			

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
3,032	3,041	3,056

Section III: Supplementary Information

Financial Highlights

The highlights presented in this section are intended to serve as a general overview of PWGSC's future-oriented results. The following condensed future-oriented financial statements are prepared on an accrual basis of accounting to better align consumption of resources with the services provided, rather than solely reporting inflows and outlays of cash.

Future-Oriented Financial Statements

The complete set of PWGSC's *Future-Oriented Consolidated Financial Statements* can be found on PWGSC's website at: http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rpp/index-eng.html.

Condensed Future-Oriented Statement of Operations

For the year ending March 31 *(in millions of dollars)*	Estimated Results 2012	Planned Results 2013	$ Change
Total Expenses	5,251.1	4,968.3	(282.8)
Total Revenues	2,717.9	2,550.0	(167.9)
Net Cost of Operations	**2,533.2**	**2,418.3**	**(144.9)**

The reduction of $282.8 million in Planned Expenses, when compared to the 2012 Estimated Expenses is mainly attributable to the:

- Transfer of information technology related services from PWGSC to Shared Services Canada following the creation of this new department on August 4, 2011. The transfer to Shared Services Canada is composed of the following:
    - $82.5 million for information technology services provided to other government departments from April 1st to August 3rd, 2011; and
    - $113.4 million related information technology services provided within PWGSC.
- Reduction of $83.1 million in 2013 Planned Expenses related to the Accommodation and Real Property Assets Management program activity, when compared to the 2012 Estimated Expenses. This reduction is primarily explained by the fact that the department is moving forward on major real property projects such as the Parliamentary Precinct, and that in 2013 the related funding is planned to translate into capital asset investments rather than expenses. In other words newer owned buildings will result in lower repairs and maintenance costs as well as lower rental expenses.
- Winding up of Consulting and Audit Services Canada under the Specialized Programs and Services activity as part of the Budget 2011 Strategic Review exercise, for a total impact on expenses of approximately $35 million; and
- An offset of $46 million to continue remediation and assessment activities at federal contaminated sites under the custody of PWGSC in order to reduce human health and environmental risks and associated financial liabilities.

The reduction of $167.9 million in Planned Revenues, when compared to the 2012 Estimated Revenues is also mainly attributable to the:

- Transfer of information technology related services from PWGSC to Shared Services Canada, following the creation of this new department on August 4, 2011, for a total amount of $76.8 million in revenues from April 1st to August 3rd 2011; and
- Budget 2011 Strategic Review Exercise leading to the winding up of Consulting and Audit Services Canada for a total impact on revenues of approximately $35 million.

Condensed Statement of Financial Position

As at March 31 (in millions of dollars)	Estimated Results 2012	Planned Results 2013	$ Change
Total assets	6,300.8	7,012.1	711.3
Total liabilities	3,600.1	4,011.2	411.1
Equity of Canada	2,700.7	3,000.9	300.2
Total liabilities and Equity of Canada	**6,300.8**	**7,012.1**	**711.3**

The $711.3 million increase in assets, when compared to the previous fiscal year, is primarily attributable to:

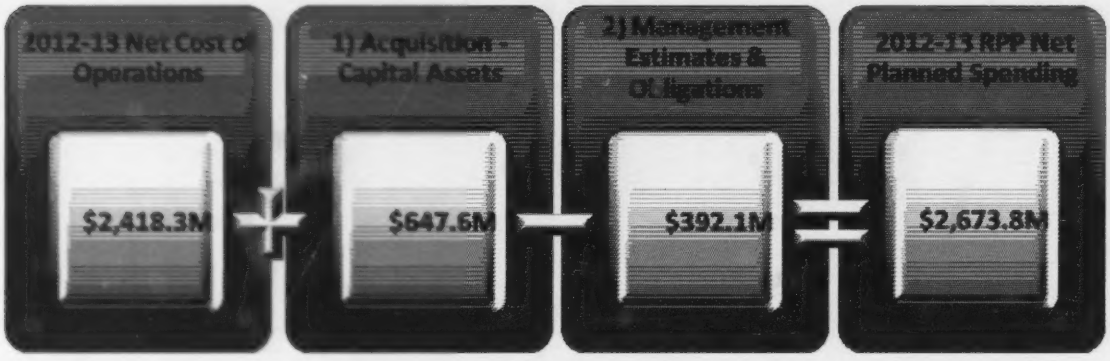
- Total acquisition of tangible capital assets of $647.6 million mainly related to real property projects and initiatives, such as Parliamentary Precinct restoration and rehabilitation, Engineering assets, and improvements related to major lease purchase projects;
- Acquisition of capital leases and Public Private Partnership projects of $597.9 million mainly related to the completion of the British Columbia RCMP E Division facility ($263 million) and the National Capital Area 455 Blvd. de la Carrière building ($297 million); and
- An offset of $520.9 million due to the yearly amortization of tangible capital assets.

Liabilities are estimated to increase by $411.1 million in 2013 when compared to the previous fiscal year, mainly attributable to:

- Lease obligations for tangible capital leases related to the above-mentioned RCMP E Division Public Private Partnership of $263 million and the 455 Blvd de la Carrière building of $297 million; and
- An offset of $164.1 million due to planned payments on lease obligations.

Net Cost of Operations vs Net Planned Spending

Reporting of financial authorities, which is primarily based on cash flow requirements, does not reflect reporting of the future-oriented Net Cost of Operations, which is on an accrual basis. The difference in the types of reporting may be summarized and explained as follows:



1) Acquisition of Capital Assets of $647.6 million: Acquisitions of capital assets are funded through parliamentary authorities. However, only the value of their annual amortization expense will be captured in the Net Cost of Operations. Their full value is presented in the Consolidated Statement of Financial Position.
2) Management Estimates and Obligations of $392.1 million are mainly related to:
    - An amount of $520.9 million for the amortization expense of tangible capital assets which does not require the use of funds; and
    - Partially offset by an amount of $164.1 million of payments on capital leases which requires the use of funds and reduces financial liabilities.

List of Supplementary Information Tables

All electronic supplementary information tables found in 2012-13 Reports on Plans and Priorities can be found on the Treasury Board of Canada Secretariat website.

- Details on Transfer Payment Programs
- Greening Government Operations
- Horizontal Initiatives
- Upcoming Internal Audits and Evaluations over the next three fiscal years
- Sources of Respendable and Non-Respendable Revenue
- Status Report on Transformational and Major Crown Projects
- Summary of Capital Spending by Program Activity
- User Fees

Section IV: Other Items of Interest

Organizational Contact Information

General Inquiries

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Canada

ATTN: General Enquiry Website: http://www.tpsgc-pwgsc.gc.ca/comm/index-eng.html

E-mail – General Inquiries: questions@tpsgc-pwgsc.gc.ca